

SENIOR MANAGEMENT SEMINAR

25X1 Agency personnel selected in past years to attend the Advanced Management Program conducted by the Graduate School of Business Administration [] have been unanimous in their estimates of the value of the program. In particular, the Administrative Practices Course has been recommended as entirely pertinent for CIA. Inasmuch as the Agency cannot send everyone to [] discussions pertaining to a management seminar for senior Agency officials centered around the possibility of having the Administrative Practices Course adapted to the requirements of the Agency. 25X1

25X1A5A1 Early in 1960 a number of meetings were held with [] 25X1
[] On different occasions the
Inspector General, the Deputy Director (Support), and the Director of
Training provided [] who had been cleared for access 25X1A5A1
to classified information, with data sufficient to permit him to arrive
at an appreciation of the complexities of management within CIA.

25X1A5A1 The result of these meetings is the especially designed Senior Management Seminar, geared to the interests of CIA and conducted by 25X1A5A1
[] The first presentation of the [] was
in October 1960. A second presentation will be conducted by [] 25X1A5A1
25X1A5A1 [] beginning October 16, 1961.

Aim and Emphasis

The subject matter of the seminar has been carefully selected for its relevance to the Agency rather than to its government-wide or industry-wide applicability. Within the broad objective of improving management practices, the seminar will touch upon concepts such as leadership, communication, motivation, coordination, and decision-making. Fundamentally, however, the seminar will be concerned with people--their behavior, thinking, and values--in the managerial framework. Among the topics to be considered are the following:

1. the determinants of the effectiveness of organizations and executive action
- ~~_____~~

2. the role of values and assumptions in managerial situations, especially their influence on a manager's choice among possible ends and means

3. the skills, attitudes, and personal qualities which enhance the effectiveness of responsible individuals as they work with others in organizations

In discussions, participants will be able to exchange experiences and compare ways of thinking about management. Each participant will have many opportunities to improve his ability to perceive inter-relationships of complex human, technical, and administrative factors. He may also gain competence in integrating differences among persons, groups, objectives, and ideals within an organization. Work of this kind can be helpful for the participant who desires to re-examine his own experience and to enlarge the basis for his further growth in the Agency.

Method

25X1A5A1 [] will use the case method exclusively. Each participant will prepare for the classroom discussions by reading and analyzing the cases and then joining a small group for preliminary discussion. Both in the small groups and in the classroom discussions which follow, attention will be given to specific Agency experiences and problems which parallel the case under consideration. From the experiences of others, each participant will increase his competence in dealing with problems which confront him on the job.

Classroom discussions will take place Monday through Saturday of both weeks of the course. As a rule, each day there will be three classroom periods, one of which may be in the evening. Two periods will be held on Saturdays. This schedule may be modified at the

25X1A5A1 discretion of []

Location, Dates, and other Administrative Data

The seminar will begin on Monday, 16 October and end on Saturday, 25X1A6B 28 October 1961. It will be held []

Specific dates for briefings on administrative arrangements will be announced early in September. Participants are cautioned against disclosure of the location of the seminar.

Eligibility and Enrollment Procedures

The seminar has been designed primarily for senior Agency officials at a level of responsibility roughly equivalent to office or division head or deputy. The anticipated grade levels are from GS-15 - 18 with emphasis wherever possible on younger men who hold these grades and who can look forward to five or more years of service with the Agency.

The following attendance quotas have been established.

DDP Components -- 11
DDI Components -- 11
DDS Components -- 11

The Deputy Directors are requested to forward to the Director of Training by 1 September 1961 the names of the nominees from the components under their direction.

Early publication of this announcement is intended to allow sufficient lead time to assist in the selection of participants who will not be obliged to cancel their enrollment at the last minute.

25X1A5A1

CONFIDENTIAL